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by:

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APPROVAL SHEET

This undergraduate thesis entitled “ Work Ethics of Korean Managers in Philippine Industrial Setting “ , prepared and submitted by Ariel L. Gaspi is hereby presented and recommended for approval .



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BACKGROUND OF THE STUDY

Our everyday existence adds testimony to the fact that in order for us to survive and live in this world, we need not only understand ourselves but we also need to understand others. Most especially when these others' are involved in the economic life of our country and has a culture different from that of ours.

This study will bear witness to an interplay of culture and management. It will try to explore not only the impact of culture within a work organization but also the utilization of culture to improve performance, productivity, and service. It will help to enlighten us on how foreign managers and their work ethics adapt to that of Filipino rank-and-file employees' work ethics so as to create a conducive work atmosphere.

Being a manager is a special type of challenge because it involves working in a position promoting the best interest of the organization. And this challenge is doubled when a manager handles people having a different culture from that of his own. As a matter of fact, many people assume that cultural differences are barriers towards communication, interaction, and understanding.¹ Therefore, in order to achieve the goals of the work organization, one should overcome the barriers provided by cultural differences by understanding these very differences.

Why Korean managers? Until recently, the Japanese were the ones dominating the industrial zones of our country. But with the emergence of Asia's new economic dragons, the

1. Board of Investments Fiscal year Report 1993-1994, p.16.

industrial landscape has also been tamed by the Koreans.² It is in this light that the need for better understanding of Korean managers' coping skills and adaptive strategies towards their Filipino workers is deemed necessary. Readers of this study would come to know how difficulties resulting from cultural differences were dealt with by these foreign managers. More so, his paper could also serve as a reliable feedback data for those who would design an effective human resource development program within the context of cross-culture relationship.

Geertz defined culture as the term that refers to the web of beliefs, norms, and values that allow members of a common culture to assign meaning to their own and other people's behavior.³ Culture sets the common interpretation of actions observed. Thus, it will lead to difficulties when the cultural interpretations of one culture is used to interpret the behavior of a individual with a different culture. Therefore, although Korea and the Philippines are Asian countries and as such may have cultures that are Oriental in character and may share certain cultural characteristics when viewed vis-a-vis the Western cultures, still, there will be differences between the Korean and the Filipino culture, particularly in their own sets of work attitudes. Thus, the need to explore these difference in order to foster greater understanding and harmony. It is also the object of this paper to determine the similarities in the orientations of the Korean and Filipino work attitudes that could be used as an explanation as to how a productive work environment is achieved.

² Managing cultural differences, Harris, Philip & Moran, Robert
Gulf Publishing Co., 1987, p.28.

³ Managing Conflict at Organizational Interfaces, Brown, David Addison - Wesley Publishing Co., Inc.
1983, p.11.

STATEMENT OF RESEARCH PROBLEM

The researcher has focused this study on the work ethic of Korean managers on one hand, so as to derive information and much needed data on these group of people pouring hefty amounts of investments to our national economy. This, despite the fact that: they carry with them their own managerial styles, they speak a different language, they have their own set of values and value orientations. In other words, they have a culture which is different from the mainstream Filipino culture. On the other hand, attention was also given to the Filipino workers as to how they ~~did they deal~~ and cope with these Korean managers.

In this regard, the researcher aims to cast some light as to how ~~do~~ these Korean managers relate and adapt to the Filipino rank-and-file workers' work ethics/ as to have a productive industrial setting, with minimal or no conflicts at all arising from cultural differences. Likewise, the study also aims at outlining the various ways and means employed the Korean managers in leading Filipino workers towards collaborative actions with the company. Thus, fostering greater performance and productivity. Therefore, it is the objective of this study to prove that the level of productivity of a company manned by a Filipino workers and managed by Korean managers would depend on the adjustments made by the managers and the workers.

SIGNIFICANCE OF THE STUDY:

During the past few years, the government has been encouraging foreign investors to do business here in our country. With this, comes the need for studies that shall provide background information as to how to avoid conflicts that could result from cultural differences. Thus, this study is significant in that it could provide a very reliable feedback data for foreigners to do business here and for Filipino businessmen with foreign partners.

This study would further enrich whatever available literature there is regarding cross-cultural management. Individual readers would be provided with an insight as to how foreign managers interact with Filipino workers and how synergy is achieved despite their different cultural orientations.

And since this study will probe on the adjustments made by the Koreans and the adjustments made by the Filipinos, it shall provide readers an insight into the mechanics of cross-cultural management. Therefore, expatriate managers would be highly benefitted by this study for they would be more aware on the rudiments of cross-cultural management.

SCOPE AND LIMITATIONS:

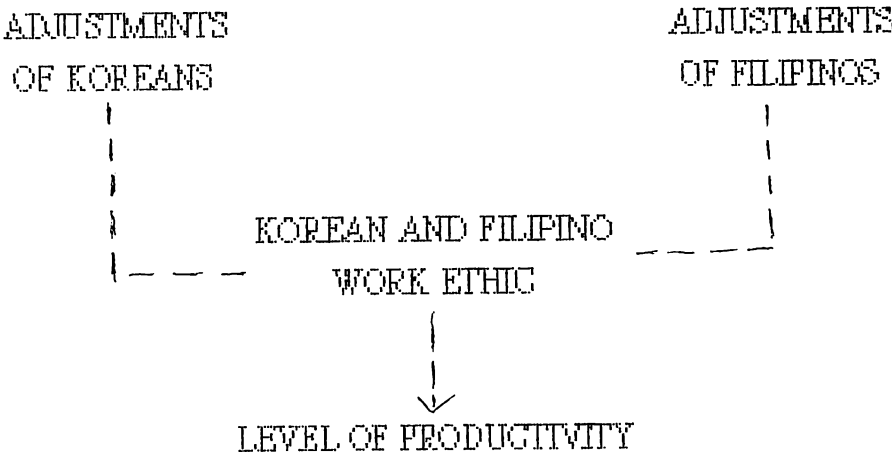
The researcher has chosen a Korean firm located within the Cavite Export Processing Zone. This is due to the fact that the said firm is located near the researcher's hometown. Thus, the company is so accessible that frequent visits to the source of data for this study had not been that difficult.

Although all of the Korean managers involved in this study can speak and communicate using the English language, it could have been a lot easier and comfortable for both researcher and respondents if the researcher can speak and understand the Korean language. For at times, the Korean managers find it difficult to express everything they want to share using the English language. Corollary to the above mentioned difficulty, another limitation of this study is the limited number of respondents. The researcher wishes to have some more, but the other Koreans in the firm which hold lower positions could barely utter and understand English words. And since the questionnaire and all the questions in the interview schedule are in English, they could not qualify as respondents.

The Filipino rank and file workers involved in this study came from Maxon, the same company where the Korean managers involved in this study also came from. It's the quality control department of Maxon that was chosen by the researcher to be the source of respondents for this study.

The Quality Control Department has 65 employees and the researcher gathered information from 30% of the total number of employees under this department. Thus, the one major limitation of this study is the limited number of respondents. So, whatever information this study carries is based primarily on the data derived from such a limited number of respondents.

CONCEPTUAL FRAMEWORK



In this study, the independent variable would be the adjustment of the Koreans and the adjustments of the filipinos. And the researcher has identified the work ethic of the Koreans and the work ethic of the filipinics as the intervening variable. The dependant variable would be the level of productivity of the company.

Thus it is the object of this study to determine the adjustments made by the Korean managers in dealing with Filipino workers. And to prove that these adjustments would lead to a high level of productivity. Thus, the null hypothesis of this study is that if adjustments are not made, it would result to a low level of productivity

DEFINITION OF TERMS

Basically, there were not much technical terms used in this study. Nevertheless, in order to avoid ambiguities and confusion, the following terms are used in this study as they are defined below :

Culture. A shared set of beliefs, values, and patterns of behavior common to a group of people .

Management. Pertains to the group of people made up of professionally trained or experienced individuals who coordinate the activities of the organization into one collective effort for accomplishing corporate ends and to reinforce this coordination with a commonly shared sentiment designed to provide order, cohesion, and stability to the organization.

Manager. A person in an organization who is responsible to the work performance of one or more other persons .

Rank-and-File Employees. These are the people in the work organization who handle the day-to-day operations of the company.

Managerial Capabilities. The characteristic that entails the skillful use of the means to accomplish a purpose .

Cultural Synergy. Pertains to a state wherein different cultures are able to function cooperatively thereby tensions and conflicts are avoided .

Productivity. The characteristic of a business which pertains to the annual profit increase and stability .

Work Ethic. The code of morals of a person, or a group of people that sets standards as to what is good or bad, right or wrong in one's conduct and attitude towards work.

REVIEW OF RELATED LITERATURE

Published literature and other relevant research materials concerning cross-culture management in the Philippines are few to the point of rarity. Thus, it has become the aim of this paper to explore the way Korean managers handle Filipino workers and perhaps be able to present a more or less substantial and general description of such.

As was mentioned in the earlier part of this paper, it is through the understanding of culture that understanding and harmony which lead to increased productivity are achieved. Jucano even stressed that, "a good knowledge of organization behavior and of the culture of the society where the corporation operates is the first step towards achieving corporate unity, teamwork, and productivity".⁴ Thus, in order for foreign managers such as the Koreans to achieve corporate goals and ends, it is important to the culture of their workers. Otherwise, one would fail to harness a company's most important resource, and that is , it's people.⁵

The Koreans came from a country where people believe that "skills are superfluous until they are applied to jobs and trained personnel are useless unless they are worked into a team".⁶ Many scholars believe that this principle was very crucial to Korea's progress. Because, with a land not so endowed with natural resources and no exclusive knowledge, the Korean are left with no other alternative towards progress but to utilize the most valuable resource they have: their human resource. And to do so would entail the utilization of a very

⁴ Board of Investments Fiscal Year Report 1993-1994, p.16.

⁵ Managing Cultural Differences. Harris, Philip and Moran, Robert Gulf Publishing Co., 1987, p.28.

⁶ Managing Conflict at Organizational Interfaces. Brown, 1983, p.17.

flexible management style.⁷ Perhaps this "flexible management style" is the one employed by the Korean managers involved in this study. But first, before we delve further into the mechanics of this management style and how it evolved, let us first look at some traits of the Koreans as a people and compare them with the traits of the Filipinos.

The Koreans are traditionally hardworking. They have to work longer and harder than peasants and laborers in most other countries. This is due to the limited and indifferent land they have. Plus the very unforgiving climate in their country. For them, the working period was not a week but thirteen days of work followed by a day of rest. And each workday may last from ten to twelve hours, and this tradition is still practiced even today.⁸

For the Koreans, working hard is simply a way of life, for they would not survive harsh environment if they would not do so. And besides, popular philosophies such as Confucianism praises and reinforces the motivation for hard work.

For the Filipinos on the other hand, being blessed with bountiful natural resources and a favorable climate for crops, do have a relaxed attitude towards work. Besides, hundreds of years of foreign domination of the land had discouraged the people to work hard, for their labors would not enrich the coffers of the colonizers. Partly accounting for the stereotyped conception that Filipinos are indolent.⁹

⁷ Korea's Economy: Man-Made Miracle, Woronoff, Jon, 1983, p.62.

⁸ Ibid. p.63.

⁹ The Filipino Way of Life: The Pluralized Philosophy. Osias, Camilo, 1940, p.231.

In a society where people are constantly under pressure to do everything just to survive, it is important for the Koreans to know persons of influence and authority so as to have access at the good things in life. Thus, in business and work, it could be expected that one will do almost anything to gain the goodwill and approval of a person in authority.¹⁰

Likewise, for the Filipinos, assistance is centered on the concept of reciprocity. That it is a "moral obligation" to help others and to extend assistance to those in need. And that those who were helped are expected to return the favor.¹¹

Among the Filipinos, the concept of "equal treatment" prevails. In this, Filipinos relate with and treat other people as fellow human beings. And that the "golden rule" should always be observed: "doing unto others what one wants others to do unto him". Whereas among the Koreans, there is very little concept of equality. Relationships tend to be almost entirely vertical rather than horizontal. Thus, all are relatively higher or lower positions. For them, it is very important not to place any disturbance on a person's good mood and avoid all instances that might upset a person's feelings. But then this is true only when dealing with a person of higher authority. And that disturbances to a person's mood are done usually by "lower persons" on "higher persons". There seems to be less feeling about higher persons disturbing lower persons. Thus, people of the "lower class" have less face to worry about, such that they may be pushed about with relatively little sense of strain or concern among the Koreans.¹²

¹⁰ Korean Patterns. Crane, Paul. Hollym Corp. Publishers, 1967, p.112.

¹¹ Management by Culture. Jocano, F. Landa, 1990, p.29.

¹² Ibid. pp.8-11.

Therefore, it is possible that a superior may reprimand a subject without reservations and the subject would feel no pain or embarrassment. whereas among the Filipinos, direct confrontations and argumentation is not the proper way of rectifying errors, since it may only aggravate the situation and could lead to further conflicts. The use of subtle ways to improve and communicate corrections such as a discussion in a conclusive style is more apt and productive than open confrontations.¹³

The Filipino would rather work in a group, because by social orientation, Filipinos are "groupists" and not "individualist". Early in life, a Filipino child is enjoined to get along with kinsmen and peers because these are the people who could assist him later in life. thus, it has been imbued into the Filipino personality and consciousness the importance of "getting along with other people", the importance of being a member of a collectivist. To be isolated from the collectivist is often an unthinkable experience, and that to belong to a group is the ideal among Filipinos.¹⁴

The Koreans on the other hand, are individualistic. They often tend to go their own way unless they can be convinced, somehow, that it is better to work together. because of their individualism, the Koreans are at times egocentric and even hostile to authority. That it is difficult to impose group discipline such as what is warranted in an industrial setting. Thus, "not all Koreans are willing to accept what the foreman or boss says as being necessarily right".¹⁵

¹³ Management by Culture, Jocano, 1990, p.3.

¹⁴ Ibid. p.30.

¹⁵ Korea's Economy. Woronoff, 1983, pp.64-66.

Because of the individualistic character of the Koreans, they are also reasonably imaginative and daring. Essential traits that are crucial in periods of rapid change. This allows them to grab opportunities and seek changes to be more adaptive to the changing needs of the times. And among those that experienced such transformations is the way businesses are handled or managed.

In the older times, the Korean approach to management was rather backward and benighted. Here, the director of the company, who was also often the founder and the owner, controlled just about everything in the company. Aside from being strict and harsh, this kind of management also appeared unenlightened and irrational. But that doesn't mean that it didn't work. The very strong paternalism in Korea has made it sure that the company director would oversee the well-being of his employees. And that he would provide for some extra privileges like food and lodging. He also has to work closely with his employees that he knows them thoroughly and likewise, the employees also knew the tricks of their employer.

However, as time passes by, paternalism and autocracy become less and less commendable and the younger generations didn't like to be under constant pressures from the elders, most especially once they were already exposed to more learning and knowledge from the outside worlds. And as such, new techniques were needed and the Japanese and American models offered some viable alternatives.¹⁶

As copied from the Japanese, some of the paternalism remained which includes, company housing and training, company slogans and songs, seniority and lifetime

¹⁶ Korea's Economy. Woronoff, 1983, p.232.

employment. This kind of management appealed to many of the older generations of managers. While the younger ones were often tempted more by the American are preferred. For them, the system copied from the Japanese is not only irrational but also inefficient. Under this traditional system, promotion depends largely on favoritism. And also, pay is based on age and seniority and not on ability. Thus, the continuing shift towards a management system that is more American in character.¹⁷

But then, this should not strengthen the contention that Asians steal ideas from the west. As forwarded by Maggay, 'Asians may regard western technologies as part of the environment, like fruit on a tree which wise people pick and incorporate into themselves. To take something from the external environment and then retire or improve it is not copying not celebrating that environment, letting the finest forces shape the character.'¹⁸

In a study made by Gonzalez in 1996, the importance of adjustment in the managerial world is highly punctuated. Adjustment is necessary so as to suit the needs of a work force in a company. Thus, the managerial styles of the Koreans should not just be a synthesis of the styles of the east and the west, but an adaptive one, so as to fit the needs of the Filipinos otherwise, synergy would be fleeting.¹⁹

¹⁷ Ibid. pp.235-236.

¹⁸ Pagbabalik Loob: Moral Recovery and Cultural Reaffirmation. Maggay, Melba. (Quezon City: Academia ng Kultura at Sikolohiyang Pilipino and Institute for Studies on Asian Church and Culture, 1993), p.12.

¹⁹ How Filipino Managers and workers Adopt to the Policies of a Multi-National Company. Gonzalez, Gladys, University of the Philippines, Manila, 1996, p.71.

METHODOLOGY

The Setting

A Korean firm named Maxon Systems (Philippines) Inc. was chosen as the source of data for this study. For the reason that it is very accessible to the researcher for it is near his residence and it was the first company to grant the researcher the permission to conduct his study within the company.

Maxon is located inside the Export Processing Zone in Rosario, Cavite, about 20 miles southwest of Manila. It was established in the late 1988 and started operation in early 1989. At present, it employs at least 3,500 Filipino employees along with its 28 Korean Nationals occupying managerial positions. The company produces all sorts of telephones and other telecommunication equipments, which it exports to clients in America, Europe and other countries. Sales in 1995 reached an awesome \$95 million and by the end of 1996 it is expected to reach \$150 million. So successful is the firm that it has a new Research and Development Center on its site where engineering on cordless phones and walkie talkie products are being made.

Respondents

The Korean managers who participated in this study were referred to the researcher by the Director of Maxon, and with the secretary of the Director acting as my gatekeeper, introductions and setting of appointments was made a lot easier.

The respondents involved in this study occupy the top posts in the firm, and such, it was expected that they can communicate in English. Thus, of the 28 Koreans in the firm, only 10 did qualify to become respondents since the others were either too busy or were not that good in conveying ideas through the English language. The researcher gathered Filipino rank and file employees from the Quality Control Department to fill the needed 20 Filipino respondents in this study.

Procedure

The study was conducted in the administration building of the said firm. Interviews with the Korean managers were held in the comfort of their respective offices and/or workplaces. The same is true with that of the Filipino employees, in which the researcher conducted the interview during real breaks.

The researcher used a prepared questionnaire with questions he designed himself for the purpose of this study. Each respondent was given enough time to answer all the questions in the questionnaire while the researcher was just nearby so that he could entertain clarificatory questions from the respondents. After each respondent had finished answering the questionnaire, follow-up questions were posed by the researcher so as to further probe and clarify certain answers.

While waiting to be entertained by each Korean manager, the researcher was given the chance to observe these managers while in action, and to note the intersections that occur between them and other Filipino personnel.

It took the researcher several visits to the company before he was able to complete the study, with each visit filled with enriching experience.

Method of Analyzing Data

Since the paper is descriptive in nature, frequency distribution which is the raw score (f) would be tabulated and their percentage (%) would also be determined, thus, the higher the incidence or frequency (f), the higher the percentage. And these frequencies and percentage would be the statistics to be used in the analysis and interpretation of data.

PRESENTATION OF DATA

Several problems were encountered when these data were gathered. Foremost among these is the inavailability of a firm to become the source of data for this study. Most of the firms operating at the Export Processing Zone were at their peak season. Production was in full swing so as to meet the demands of the coming Christmas season. Thus, almost everybody didn't want to commit for an interview appointment. Others were too cautious that they had to present first my questionnaires before their legal counsel. Before finally, grant me their permission.

After Maxon granted me the permit, comes the difficulty of setting an appointment with Maxon's Koreans since both researcher and the respondents do have very busy schedules. While the rank-and-file employees were available only during meal breaks.

Nevertheless, all these had been remedied by the researcher and had adapted several measures to ensure the dependability of the information gathered from the respondents.

Since this paper is descriptive in nature, frequency distribution and percentage shall be used in the analysis and interpretation of data.

TABLE 1.a

Korean managers' length of stay in the Philippines

	f	%
less than half a year	3	30
half a year to 1 year	2	20
1 to 2 years	2	20
2 to 3 years	1	10
more than 3 years	2	20
TOTAL	0	100

TABLE 1.b

Filipino workers' length of stay in the company

	f	%
less than half a year	2	10
half year to 1 year	1	5
1 to 2 years	8	40
2 to 3 years	5	25
more than 3 years	4	20
TOTAL	20	100

Table 1.a shows that 30% of our respondents had been in the country for only less than 6 months. 20% of them had been here from half a year to one year and another 20% had been here from 1 to 2 years. 10% had been here from 2 to 3 years and 20 % had been here for more than 3 years now.

The researcher had included the length of stay of the respondents in the country to see if this will affect their adjustment processes. And basing from the data gathered, there is a strong correlation between the length of stay with the way these managers understand the Filipinos. There is an inverse relationship with the length of time these Koreans had been here and with the difficulties they have their Filipino workers. While the Filipino respondents also showed this kind of relationship since those who had stayed with the company for more than a year now which is about 85% of the respondents (see table 1.b), had shown lesser or no difficulties at all in their interactions with Koreans.

TABLE 2.a

The Koreans' preparation for deployment

	f	%
no preparation at all	6	60
read / self-study about the Filipinos	3	30
attended seminars / trainings on cross cultural management	1	10
TOTAL	10	100

TABLE 2.b

Filipino workers' preparation for working under the Koreans

	f	%
no preparations at all	16	80
read / self study	2	10
attended seminars / trainings on cross cultural management	2	10
TOTAL	20	100

Table 2.a will show us that 60% of our respondents did not engage themselves in any undertaking that will prepare them for their deployment in the Philippines. While 30% did manage to read some materials that will more or less give them a backgrounder on the Philippines and the Filipinos. And only 10% was able to attend a seminar on cross-cultural relationship. The same is true with that of the Filipinos where 80% didn't do anything at all to get themselves acquainted with the Koreans before they actually worked with them.

Thus, it is quite normal that 80% of our Korean respondents did encounter some difficulties in dealing with the Filipino workers as shown by Table 3.a And that 90% of the Filipino respondents had indicated encountering difficulties in interacting with the Korean managers in their company.

TABLE 3.a

Koreans who encountered difficulties in dealing with Filipinos

	f	%
yes	8	80
no	2	20
TOTAL	10	100

TABLE 3.b

Filipinos who encountered difficulties in dealing with Filipinos

	f	%
yes	18	90
no	2	10
TOTAL	20	100

TABLE 4.a

Difficulties encountered by the Koreans

	f	%
different work attitude	4	40
language problem	4	40
none	2	20
TOTAL	10	100

TABLE 4.b

Difficulties encountered by the Filipino

	f	%
different work attitude	8	40
language problem	6	30
others	3	15
none	3	15
TOTAL	20	100

The Korean who encountered difficulties found that Filipino workers have a different work attitude contrary to their expectations. As one manager puts it "Filipinos do have a very relaxed attitude toward their work. It seems to me that they lack the dedication needed to make this company great." Aside from that, the Koreans 40% of them, as indicated in Table 4.a have encountered some language problems.

The Filipino workers on the hand found difficulties in adjusting with the different work attitudes of the Koreans to the point that one of them noted that "they are too obsessed with their work." And as shown by table 4.b, 30% had encountered some language problems, as narrated by a respondent "instructions are too often too difficult to understand."

TABLE 5.a

How did the Koreans cope

	f	%
adhered to rules and policies	3	30
done nothing at all	3	30
others(n.a.)	2	20
self-studied	1	10
attended language school	1	10
TOTAL	10	100

TABLE 5.b

How did the Filipinos cope

	f	%
tried to be more discipline	15	75
tried to learn the Korean language	4	20
others	1	5
TOTAL	20	100

As to their way of coping with the difficulties they have encountered, those who found some problems in language did either study by himself or attended a language school while the rest simply had done nothing at all. Those who found some problems with the work attitude of the Filipinos had simply adhered to the company's rules and policies. While it has been found out that 75% of the Filipino respondent did try to be more disciplined since they

have noticed that the company do have strict rules and policies and that it is just pointless to go against them.

TABLE 6.a

Koreans who know the Filipino language

	f	%
no	9	90
yes	1	10
TOTAL	10	100

TABLE 6.b

Filipinos who know the Korean language

	f	%
no	16	80
yes	4	20
TOTAL	20	100

90% of our Korean respondents do not know the Filipino language and communicate to the Filipino workers only through the use of a third language, the English language. Of these 90%, 60% of them do intend to know the language (table VII) clearly shows this. For them, the Filipino language is worth studying since "it is a beautiful language". And besides, it will be a lot easier for them to handle their people.

The rest who doesn't intend to learn the Filipino language contends that "English is enough since the Filipinos are good at it".

Majority of the Filipino respondents also do not know the Korean language. Thus, English provides a third language that facilitates communication.

TABLE 7.a

Intend to know the Filipino language

	f	%
yes	6	60
no	4	40
TOTAL	10	100

TABLE 7.b

Filipino workers who intend to know the Korean language

	f	%
no	16	80
yes	4	20
TOTAL	20	100

It has been found out that by percentage, more Korean managers do intend to know the Filipino language (60%) and that the Filipinos (80%) do not intend to know the Korean language. The implication of this finding is that effective communication would rely heavily

on the part of the Korean managers since the workers expressed little or no interest at all in knowing the Korean language.

TABLE 8.a

Korean managers familiar with Filipino NVC's

	f	%
no	8	80
yes	2	20
TOTAL	10	100

TABLE 8.b

Filipinos familiar with Korean NVC's

	f	%
no	16	80
yes	4	20
TOTAL	20	100

Table VIII shows that our known respondents still has to learn the Filipino non-verbal cues for 80% of them are not familiar with the way Filipinos communicate without uttering a word. The same is true with that of the Filipinos whom 80% also are not familiar with the gestures of the Koreans.

Therefore, it is not surprising that 80% of the Korean respondents had encountered

difficulty in communicating with the Filipinos (as shown in Table 9.a). And that among the Filipinos, 85% experienced difficulty in communicating with the Koreans. This is most probably due to the fact that both do not know the language of the other and that both are also not familiar communication aids in the form of non-verbal cues.

TABLE 9.a

Koreans who encounter difficulty in communicating with Filipino

	f	%
no	8	80
yes	2	20
TOTAL	10	100

TABLE 9.b

Filipinos who encounter difficulty in communicating with Korean

	f	%
no	17	85
yes	3	15
TOTAL	20	100

TABLE 10.a

Korean managers aware of "Filipino sense of time"

	f	%
no	3	30
yes	7	70
TOTAL	10	100

TABLE 10.b

Filipinos that had been late for work

	f	%
no	0	0
yes	20	100
TOTAL	20	100

TABLE 10.b

Frequency of tardiness

	f	%
very seldom	2	10
seldom	17	85
often	1	5
very often	0	0
TOTAL	20	100

Table 10 shows that our Korean respondents are aware of the so called "Filipino time" and that they find it very annoying. This is so, because as to the words of one of the Korean managers "tardiness is not included in the dictionary of the Korean managers". And as one of the puts it "In Korea, we may also be late but only in terms of minutes, here your talking of hours".

TABLE 10.a

How do the Koreans relate with "Filipino time"

	f	%
finds it very annoying	5	71
just ignore it	2	29
TOTAL	7	100

But the, though these Koreans find tardiness very annoying, they do not openly express disgust over this attitude since they already know that the Filipinos are too sensitive and that they "do not want to offend the ego of their workers."

TABLE 11.a

Perception of the Koreans on the traits of their Filipino workers

	agree		neutral		disagree	
	f	%	f	%	f	%
hardworking	4	40	3	30	3	30
trustworthy	4	40	2	20	4	40

punctual	2	20	2	20	6	60
sincere	5	50	2	20	3	30
helpful	5	50	3	30	2	20
friendly	7	70	2	20	1	10
obedient	7	70	2	20	1	10
sensitive	8	80	1	10	1	10
courteous	7	70	1	10	2	20
cheerful	6	60	1	10	3	30

TABLE 11.b

Perception of the Filipino workers on the traits of their Korean managers

	agree	agree	neutral	neutral	disagree	disagree
	f	%	f	%	f	%
hardworking	16	80	4	20	0	0
trustworthy	12	60	6	30	2	10
punctual	16	80	4	20	0	0
sincere	10	50	6	30	4	20
helpful	6	30	10	50	4	20
friendly	6	30	10	50	4	20
obedient	4	20	10	50	6	30
sensitive	6	30	10	50	4	20
courteous	4	20	8	40	8	40
cheerful	6	30	10	50	4	20

Of the traits observed by the Koreans as very strong among the Filipinos, sensitivity, friendliness, obedience, and courtesy were the ones that garnered the highest frequencies and that 60% of the Koreans noted that they could not agree that Filipinos are punctual (see table 11.a).

For the Filipinos, they observed that the Koreans are Hardworking, trustworthy, and punctual and that the Koreans garnered low frequency on courtesy.

TABLE 12

Koreans who noticed unproductive traits among workers

	f	%
yes	6	60
no	4	40
TOTAL	10	100

TABLE 13

Unproductive habits noticed

	f	%
lack of dedication to work	3	50
lacks initiative	2	33
poor mathematical abilities	1	17
TOTAL	6	100

60% of the Korean respondents were able to notice some unproductive traits of the Filipinos in their work place. And as shown in table 13 50% of them believe that the Filipinos lack the dedication to work, 33% noticed that they lack initiative, and 17% noticed that Filipinos have poor mathematical abilities and these managers who noticed these deficiencies of the Filipino workers aim to counter these by setting good examples, by providing a better work place, and by sending teams abroad to train and thus become more competitive.

TABLE 14

Noticed productive habits of the Filipinos

	f	%
yes	7	70
no	3	30
TOTAL	10	100

TABLE 15

The productive habits noticed

	f	%
hardworking	2	28
good followers	3	43
very precise	1	14
very optimistic	1	14
TOTAL	7	100

Table 14 shows us that 70% of the respondents noticed productive habits of the Filipinos and 43 % of these productive habits accounts for the Filipinos 'being good followers as one respondent claimed "unlike in Korea many workers are so hardheaded".

Next in line are the Filipinos being hard working which accounts for the 28% percent of the good traits noticed it has also been noted that Filipinos are so precise in their work and are very optimistic.

TABLE 16

Reinforce positive behavior

	f	%
yes	10	100

Both Korean and Filipino respondents of the study believe that positive behavior and good performance of the Filipino workers are being rewarded and reinforced.

And that the Korean reinforce these actions through verbal praises which accounts to 42% of the credits given by the respondents. Or they either give economic rewards send them to train abroad, or to simply give a gentle tap on the back. (Table 17)

TABLE 17

ways of reinforcing positive behaviour

	f	%
verbal praises	10	62.5
economic rewards	2	12.5
"tap on the back"	2	12.5
trainings abroad	2	12.5
TOTAL	16	100

While all of the Korean managers give rewards for outstanding performances, not all of them reprimand their workers, only 80% of them. The rest as they put it, "just let the person rectify his mistakes." Well, this is an important finding because this is a deviation from the usual blunt reprimands practiced by the Koreans specially to people of lower positions.

TABLE 18

Reprimand workers

	f	%
yes	8	80
no	2	20

TABLE 19

Form of reprimand

	f	%
verbal	4	50
written	2	25
dismissal	2	25
TOTAL	8	100

Those who reprimand their workers most of the time do employ verbal forms, which accounts for 50% of the forms of reprimand employed by these managers. And as attested by some of the workers by the researcher, there had been no incidence of violent confrontations that took place between a Korean and a Filipino in the company. While some 25% do employ written reprimands and another 25% implements immediate dismissal depending on the gravity of the offense.

TABLE 20

Ways of strengthening trust and confidence of workers

	f	%
listening to the workers	7	47
promoting better work conditions	6	40
send them to train abroad	2	13
TOTAL	15	100

All of the Korean managers initiate ways of strengthening the trust and confidence of the Filipino workers to the company. And of the ways as to how they do this listening to the workers' worries and sentiments accounts for 47%. While promoting a better work condition for the workers, accounts for 40% of the means employed by these managers. And the 13% left is for sending them to train abroad (Table 20). Likewise all of the Filipino respondents also believe that their Korean managers do initiate ways of strengthening the trust and confidence of the workers to the company.

TABLE 21

Ways of strengthening camaraderie among workers

	f	%
sponsoring fun days	8	62
imposing stricter rules	2	15
mingling with workers	3	23
TOTAL	13	100

100% of the respondents do initiate ways to strengthen camaraderie and team work among their workers. Table 21 shows that the number 1 of these ways is by sponsoring company fun days, next is mingling with their workers so as to know their sentiments. And lastly, the imposition of stricter rules but "it should be used with reservations, only when the proper need arise." quips a Korean manager.

TABLE 22

Ways of developing worker's sense of identity, pride, and commitment to the company

	f	%
promoting work conditions	7	47
being honest with the workers	5	33
sending them abroad to training	3	20
TOTAL	15	100

Promoting better work conditions accounts for 47% of the ways forwarded by the respondents in developing the workers' sense of identity, pride, and commitment to the company. Being honest and nice to the workers also seemed appealing to the respondents for it accounted for 33% percent of the means they forwarded. On the other hand sending workers abroad to train and acquire better working skills accounts for 20% of the ways presented by the managers.

ANALYSIS OF DATA

Although the Koreans are basically more hardworking compared with Filipinos historically speaking, the present economic situation of the country with its massive supply of unemployed and underemployed workers surely discourages indolence. Thereby providing a very good motivation for workers to work hard and be loyal and subservient to their company. But then again, it is still the stern position of this paper that without cultural synergy, tensions and conflicts would surely rise. It was just that the Korean managers involved in this study proved that any similarities or differences there is between their culture and that of the Filipino culture could be well-utilized and work for the advantage of the interests of the whole organization.

One reason why these Koreans succeeded is that the Filipinos' groupists social orientation worked to their advantage. As compared to Korean workers, the Filipinos, as to the words of one of the Korean managers, "are more subservient and easier to handle."

Some of the Korean respondents find the Filipinos too jovial and thereby lacks a serious attitude towards work. First and foremost, as was discussed in the earlier parts of this paper, the Koreans do have a very strong sense of discipline and loyalty to the company. Once they've enjoyed a company, they're assured of lifelong employments or job security. Whereas the Filipinos, job security is a foreign concept (Andres, 1985).

Another important finding of this study is the significance of preparing to be familiar with the basic "ins and outs" of a culture so as to effectively manage people. Lucky for the Koreans certain similarities do exist between them and their Filipino workers in terms of socio-cultural orientations. The Koreans and the Filipinos are both originally agricultural countries. Therefore, both are oriented towards a paternalistic structure. That the company could be well-compared to a family. The management would be the father and its employees, the children. Thus, in this study, the Korean managers offer listening ears to the concerns of

their workers as among one of the ways of strengthening the trust and confidence of their workers. And aside from material rewards for wonderful performances, these managers also exhibit more personalistic ways of commending their workers. Verbal praises, and gentle taps on the back which touches more the Filipino ego.

The Korean's principle of not upsetting a mood of a person of higher authority but wouldn't care less about subordinates' feelings has manifested in the way these Korean managers reprimand their workers. Most of them do employ verbal reprimands or direct confrontational approach in rectifying the errors of their workers, which for the Filipinos' respect for authority is stronger in this case, since not a single violent took place since the company began operations.

The Korean managers interviewed related that they do not know the Filipino language (with the exception of one, who has stayed for more than three years now in the country and also has attended a language in communication with their Filipino workers. Because the Filipinos, as described by one of the Korean managers,' ... are good in speaking English. And it's amazing that they just get the work done even if my orders are not so clear.' With this, it is safe to assume that language difference pose no barrier to communication in the company.

Another interesting point found out by this study is the ability of these Korean managers to avoid the incidence of physical conflicts inside their company. They revealed that there has been no history of fights breaking-out between a Korean and a Filipino (a Filipino friend of the researcher in the company attested to that also). Besides, the data gathered strengthened the consistency of this claim for all of them do initiate ways to improve work conditions. And although they noticed that the Filipinos generally, do not show much dedication to their work, as compared to Korean workers in their homeland, they seem to tolerate that by not imposing harsh measures. Instead, they initiate ways of fostering a better work condition and friendly work environment and by boosting the moral of their workers by

sending training teams abroad and by frequently sponsoring fun days. At this they utilized the fun loving attitude of the Filipinos to their advantage, as in the words of one of the Korean managers, "the being so jovial of the Filipino people perhas explain why some of my colleagues find their workers as lacking in seriousness towards work."

Likewise, it is also interesting to note that none of Korean managers involved in this study chose to implement stricter rules and policies as a way of arresting problems relating to their workers. Perhaps the following line from one of them would explain this. "I find the Filipinos very subservient but given the circumstances, they could also be very stubborn and could be a cause of a major problem at that."

CONCLUSION

In terms of productivity, with the company posting remarkable increases in profit over its seven years of operation, the Korean managers involved in this study have proven that they were successful with the way they handle their workers. They were able to overcome the one most pressing factor that could have been a barrier towards success; and that is, cultural diversity.

The one major reason for the success of the cultural synergy between the Filipinos and the Koreans is the ability of these managers to adapt and relate to their workers without much utilizing the "scientific approaches" of the management styles of Western countries that are seldom suited to Filipino temperament. And these Korean managers in Maron have exhibited their consciousness instead of callousness to this so-called Filipino temperament by espousing culturally sensitive management efforts.

This study was able to showcase the importance of sensitivity towards other people's cultural orientations, otherwise, management will be clouded with miscommunication, misunderstanding, frustrations, and conflicts. Fortunately, no such problems were encountered by the Korean managers in this study, for they had known "how to romance with the Filipinos."

They did not allow language differences to be a barrier towards interaction. And some had even gotten out of their way to learn the language of the Filipinos. Despite difficulties in communicating, they were still able to mingle with their workers, joke around and have fun.

Also, they were fully aware of the importance of reaching out to their workers even through simple ways such as listening to their sentiments and establishing frequent personal contacts. As such they were able to avoid the building of "cocoons" that could have isolated them from their workers. Likewise they were also commendable for their initiatives on fostering better rapport and camaraderie among their workers, thus, taking advantage on the viability of the idea that Filipinos are basically the 'groupists' type of people.

Jocano (1990) contended that it is important that managers, especially expatriates, must attend trainings and seminars on management and culture.²⁰ And as found out by this study, these Korean managers who in some way had exerted efforts in having a background knowledge of the Filipinos were able to deal and interact with the Filipinos with relative ease. This is because knowledge of a people's culture provides insight into these people such that understanding is arrived at which facilitates interaction and increased productivity.

And not only that, familiarity of a particular culture will also enable an expatriate manager to acculturate himself to an alien environment with more relative ease, thus, helping in one's coping with the trauma of culture shock. Therefore, with all the above mentioned positive repercussions of familiarity and sensitivity to other people's cultural orientations, it is indeed very important not to side-step these said cultural orientations so as to make managerial efforts more adaptive and responsive to the needs of the members of a work organization.

²⁰ Management by Culture. Jocano, F. Landa. Punlad Research House, Quzon City, 1990, p.30.

RECOMMENDATION

It is the recommendation of this paper that if one is to work and interact with a foreign people, it is important that he should be familiar and sensitive to the cultural orientations of that particular group of people. So as that, it would be relatively easier and faster for him to get acquainted with the ways and means of the people he's dealing with. This paper has illustrated the importance of being flexible and adaptive, and this can happen only if one can understand the characteristics of a different culture no matter how peculiar they may seem.

As it was, this paper is an important synthesis of whatever data was researched and gathered by the researcher. But then of course, plausible alterations and adjustments could be made by further researchers who would want to probe deeper from where this study has started. First, it is the recommendation of the researcher that future studies on cross-cultural management be made not only involving Koreans but also other major foreign investors in the country. And that the sizes of the samples should include more respondents so as to allow the influx of a more varied and substantive data.

It is also important that non-English respondents be made comfortable in answering questions by using the language most comfortable to them. Thus, knowledge of their language would provided a very good advantage for the researcher to arrive at a more reliable data. And maybe, future researchers on the same topic could use another method of gathering

data, not just employing questionnaire instruments, but also methods that could probe better into the insights of the respondents. Thus, assuring a more credible data gathered.

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Questionnaire

Hi! I'm Ariel Gaspi, a B.A. Behavioral Studies student of the University of the Philippines doing an undergraduate thesis on how Korean managers and their work ethics adapt to Filipino rank and file employees. All answers will be treated as confidentials and there will be no right or wrong answers. Your cooperation in answering the questions will be of great help to the success of this study.

Name (optional):

Age:

Sex:

Position in the company:

Job description:

(please put a check on the space beside the appropriate answers and kindly specify when asked to do so.)

01. How long have you been here in the Philippines?

- ☐ less than half a year
- ☐ half a year to 1 year
- ☐ 1 to 2 years
- ☐ 2 to 3 years
- ☐ more than 3 years

02. How did you prepare for your deployment here?

- ☐ no preparations at all
- ☐ read books and other material about the Philippines
- ☐ attended trainings/seminars on cross-cultural adjustments
- ☐ others, pls. specify _____

03. Did you encounter any difficulties in dealing with your Filipino subordinates?

- ☐ yes
- ☐ no

if yes, proceed to #4.

if no, proceed to #6.

04. What were these difficulties?

- ☐ language problems
- ☐ insubordinate workers
- ☐ different work attitude of the Filipinos

05. How did you cope with these difficulties?

- ☐ attend language shools
- ☐ imposed stricter rules
- ☐ implemented new manegerial techniques
- ☐ others, pls. specify _____

06. Do you know the Filipino language?

_____yes _____no

if no, do you intend to know it?

_____yes _____no

07. Are you familiar with the Filipino non-verbal forms of communication?

_____yes _____no

if yes, how did you know these?

_____through reading
_____through frequent contacts with the Filipinos
_____others, pls. specify_____

08. Did you encounter any difficulties in communicating with Filipino workers?

_____yes _____no

if yes, how did you cope with this difficulty?

_____sought help from a Filipino
_____sought help from a fellow Korean
_____did some studying
_____others, pls. specify_____

09. Are you aware of the so-called "Filipino time"?

_____yes _____no

_____finds it very annoying
_____just ignore it
_____others, pls. specify_____

10. For each of the traits that follow check () the column that would correctly describe your Filipino workers:

agree

neutral
disagree

hardworking

trustworthy

punctual

sincere

helpful

friendly

obedient

sensitive

courteous

cheerful

11. Have you noticed any unproductive traits among your Filipino workers?

_____yes

_____no

if yes, what are these?

_____lack of dedication to work

_____lack of initiative

_____lack of loyalty to the company

_____others, pls. specify_____

how did you counter these unproductive habits?

12. Have you noticed any productive traits unique only to the Filipinos?

_____yes

_____no

if yes, what are these?

13. Do you reinforce and support positive behavior and performance of your worker?

_____yes

_____no

if yes, how do you do so?

_____economic rewards

_____ verbal praises
_____ a gentle tap on the back
_____ others, pls. specify _____

14. Do you reprimand your workers?

_____ yes _____ no

if yes, how do you do so?

_____ verbal reprimand
_____ written reprimand
_____ others, pls. specify _____

how do your workers react to your reprimands?

_____ no reaction at all
_____ reacts violently
_____ they just comply
_____ others, pls. specify _____

15. Do you initiate ways to strengthen the trust and confidence of the Filipino workers to the company?

_____ yes _____ no

if yes, how do you do so?

_____ by promoting better work conditions
_____ by listening to the worries and difficulties of the workers
_____ others, pls. specify _____

16. Do you initiate ways to strengthen teamwork and camaraderie among your Filipino workers?

_____ yes _____ no

if yes, how do you do so?

_____ by sponsoring company fun days
_____ by imposing stricter rules against misconduct
_____ others, pls. specify _____

17. Do you initiate ways of developing your workers' sense of identity, pride, and commitment to the company?

_____yes

_____no

if yes, how do you do so?

Thank You Very Much...

Questionnaire

Hi! I'm Ariel Gaspi, a B.A. Behavioral Studies student of the University of the Philippines doing an undergraduate thesis on how Korean managers and their work ethics adapt to Filipino rank and file employees. All answers will be treated as confidentials and there will be no right or wrong answers. Your cooperation in answering the questions will be of great help to the success of this study.

Name (optional):

Age:

Sex:

Position in the company:

Job description:

(please put a check on the space beside the appropriate answers and kindly specify when asked to do so.)

01. How long have you been working with the company?

_____less than half a year

_____half a year to 1 year

_____1 to 2 years

_____2 to 3 years

_____more than 3 years

02. How did you prepare yourself to work under Korean employees?

_____no preparations at all

_____read books and other material about the Philippines

_____attended trainings/seminars on cross-cultural adjustments

_____others, pls. specify_____

03. Did you encounter any difficulties in dealing with your Korean managers?

_____yes _____no

if yes, proceed to #4.

if no, proceed to #6.

04. What were these difficulties?

_____language problems

_____very strict work policies

_____different work attitude of the Koreans

_____others, pls. specify_____

05. How did you cope with these difficulties?

_____tried to learn Korean language

_____tried to be more disciplined

_____didn't make any adjustments at all

_____others, pls. specify_____

06. Do you know the Korean language?

_____yes _____no

if no, do you intend to know it?

_____yes _____no

07. Are you familiar with the Korean non-verbal forms of communication?

_____yes _____no

if yes, how did you know these?

_____through reading

_____through frequent interactions with the Koreans

_____others, pls. specify_____

08. Did you encounter any difficulties in communicating with these Koreans?

_____yes _____no

if yes, how did you cope with this difficulty?

_____sought help from another Korean

_____sought help from a fellow Filipino

_____did some studying

_____others, pls. specify_____

09. Were you ever been late for work?

_____yes _____no

if yes, how often?(pls. check) if no, proceed to #10

_____very seldom

_____seldom

_____often

_____very often

10. How do the Koreans relate with tardiness?

_____they find it very annoying

_____they just ignore it

_____others pls. specify_____

11. For each of the traits that follow, check the column that would correctly describe the Koreans in your company.

agree

neutral

disagree

hardworking

trustworthy

punctual

sincere

helpful

friendly

obedient

sensitive

courteous

cheerful

12. Have you noticed any productive traits unique only to the Filipino workers?

_____yes

_____no

if yes, what are these?

14. Do the Koreans reinforce and support positive behavior and performance of _____ the Filipino worker?

_____yes

_____no

if yes, how do they do so?

_____material rewards

_____verbal praises

_____a gentle tap on the back

_____others, pls. specify_____

15. Do these Koreans reprimand their workers?

_____yes _____no

if yes, how do they do so?

_____verbally

_____through writing

_____others, pls. specify_____

how do the workers react to these reprimands?

_____no reaction at all

_____reacts violently

_____they just comply

_____others, pls. specify_____

16. Do these Koreans initiate ways to strengthen the trust and confidence of the Filipino workers to the company?

_____yes _____no

if yes, how do they do so?

_____by promoting better work conditions

_____by listening to the worries and difficulties of

the workers

_____others, pls. specify_____

17. Do the Koreans initiate ways to strengthen teamwork and camaraderie among your Filipino workers?

_____yes _____no

if yes, how do they do so?

_____by sponsoring company fun days

_____by imposing stricter rules against misconduct

_____others, pls. specify_____

18. Do they initiate ways of developing your workers' sense of identity, pride, and commitment to the company?

_____yes

_____no

if yes, how do they do so?

Thank you very much

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